



Network of Networks of HIV Positives in Ethiopia (NEP+)

Organizational Structure

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July 2017

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Acronyms and Abbreviations

ART	Antiretroviral Treatment
CDC	Center for Disease Control and Prevention
FHAPCO	Federal HIV/AIDS Prevention and Control Office
GF	Global Fund
HIV	Human Immunodeficiency Virus
NEP+	Network of Networks of HIV Positives in Ethiopia
PEPFAR	President's Emergency Plan for AIDS Relief
PLHIV	People Living with HIV
USD	United States Dollar

1. Introduction

Background of NEP+

The NEP+, formerly known as AELWHA (Association of Ethiopians Living with HIV/AIDS), is established in October 2004 to raise and relay the collective voice of people living with HIV.

Originally there were 18 PLHIV associations which established NEP+. This number grew to 60 and decided in a conference to establish regional networks. Accordingly PLHIV associations found in Oromia, Amhara, SNNPR, Afar, Somali, Tigray, Gambella, Benishangul-Gumuz, and Harari regions and the Addis Ababa Administration and Dire Dawa City Council established their own regional network. Currently the nine regional network and two city administration networks and The National network of HIV positive women network are the members came together and established NEP+ as an umbrella organization to lead the concerted effort.

VISION & MISSION

Vision

- To see Ethiopia free from HIV and its impact.

Mission

NEP+ lead and coordinate the contribution of PLHIV in the national response to HIV through networking, partnerships, capacity building, resource mobilization and relaying the voices of PLHIVs at all levels.

Values

NEP+ strongly believes in:

- Greater Involvement of people Living with HIV/AIDS (GIPA) – Promoting the greater involvement of PLHIV at all levels of the national response to HIV.
- Equality – Of all people regardless of sero-status, sex, age, beliefs, any form of disability or ethnicity.

- Equity – Fair representation and access to resources, services and information among NEP+ members.
- Participatory – Involving concerned groups and individuals in designing, planning and implementing all programs.
- Transparency & Accountability – Being open about what NEP+ is doing and how, including the resources and decision-making processes.
- Commitment – Devoting NEP+ resources, time, energy and experience to achieving our mission.
- Unity and solidarity – Relaying the voice and concerns of PLHIV and orphans and vulnerable children in a well organized and committed way.
- Sharing and caring – Sharing challenges and concerns of PLHIV and caring for people infected and affected by HIV.

NEP+ thematic areas:

- Advocacy- to influence policy makers and to realize GIPA principles
- Capacity Building-to build the capacity of NEP+ and regional networks
- Care and support- to provide home based care and psychological service to PLHIV
- Income generating Activities- to create economically strong PLHIV community
- Networking and Partnership- to facilitate and improve communication and collaboration and networking among all regional network and partners.
- NEP+ grant score card for GF performance in the last 18 months: A2, A2, and A1 respectively.
- Awarded 4.5 million USD by CDC to work on ART case management for five years.
-

NEP+ Achievements

- NEP+ became a member of CCM (Country Coordinating Mechanism), the National Review Board, the HAPCO Management Board, the National Partnership Forum against HIV/AIDS and the HIV NGO Forum.

- NEP+ has won the Seventh Round Global Fund which is around 25 million USD
- NEP+ grant score card for GF performance in the last 18 months: A2, A2, and A1 respectively.
- Awarded 4.5 million USD by CDC to work on ART case management for five years.

NEP+ currently is preparing its five year strategic plan (2016-2020)

However, NEP+ currently is working on the following existing future direction.

- Ensure GIPA at all levels
- Strengthening Networking and Partnership
- Strongly working on Positive Health ,Dignity and Prevention (PHDP)
- Addressing and combating stigma and discrimination
- Mobilize additional resources

Logo



2. Study Methodology

2.1 Mobilization

It is essential that both NEP+ and Wisdom Consult have a common understanding of the objectives of the assignment and the expected outcome. On the commencement of the assignment, the Wisdom Consult team leader and the international consultant met with Finance and Administration Manager of NEP+ to discuss, clarify and agree on the objectives of the assignment. During the meeting, we aimed to:

- Discuss the assignment in detail and methods of obtaining sufficient information;
- Agree with NEP+ the specific parameters to be included in the survey;
- Obtain clear perceptions of the scope and underlying issues of this assignment and NEP+'s expectations;

- Agree the scheduling of the data collection and deliverables.

2.2 Data Collection

a) Document Review

Relevant documents and records of NEP+, including: Strategic Plan Document (2016-2020), Bylaw, Current Organizational Structure, Policy and Procedure Manual and relevant reports were reviewed.

b) Interview and Discussion

To have understanding of their view, using the guiding questionnaire prepared for the purpose, individual interviews and focus group discussions (FGD) were made with NEP+ Acting Executive Director (ED), Department Managers and representative staff of NEP+. The consultant also conducted FGD with the GA and Board of management members, two regional networks (Oromia and Amhara) and one City Administration (Dire Dawa).

2.3 Data Analysis

Once the required information has been collected the Consultant conducted detail review and analysis and developed this report.

3. Appraisal of the Existing Organizational Structure

3.1 Need for Reviewing the Organogram

The need for the review of the organization was generated by a program review and subsequently the issue of a management letter by the Global Fund. Technical Assistance was therefore sought, through GIZ, for this exercise.

The current organizational structure of NEP+ was developed in 2011 (see Chart 1). The Board of Management of NEP+ has made some changes in the structure. Resource Mobilization was under the Program Department at officer level and was promoted to Department level and made responsible to the ED. The Internal Auditor was promoted to department level and later on degraded to Coordinator level.

Over the last 6years NEP+ has:

- Grown both in numbers of programs, financial source and in number of staff. The growth that occurred after the design of the structure has raised the need for the review of the organizational structure to accommodate the change.
- One of the main donors of NEP+, the Global Fund has recommended the organization to review its governance and the independence of the internal audit function and its ability to provide a transparent and accountable environment to achieve its institutional mandate and grant objectives.

- NEP+ has developed five years strategic plan for the period 2016-2020. To implement the new strategic plan it is essential to review of the organizational structure and systems of the network.

In line with the above, the Board of Directors of NEP+ made a resolution to engage independent consultant to conduct an assessment and review NEP+'s working manuals, code of contact and bylaws.

3.2 Review of the Existing Structure

Findings from the organizational capacity assessment (document review, FGD and interviews held with GA and Board members, Regional Networks, staff and management of NEP+ are summarized below:

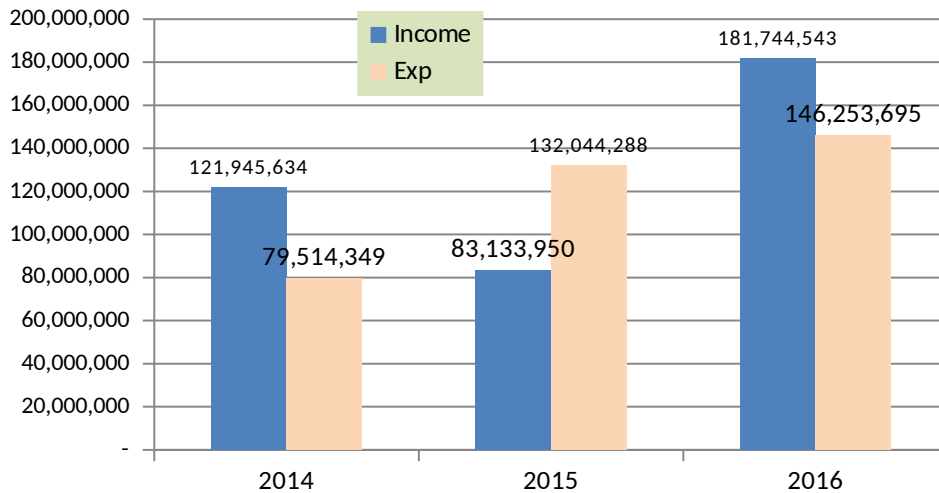
Strengths:

- Effective in implementing its planned activities;
- Has good relationship with regional Networks
- Provides to the Networks professional trainings refresher courses, orientations for project implementation and skills up grading.
- Flow of information and communicated is smooth.
- Has operational policy and procedures manuals, although they were not updated periodically
- Good relationship with the government, donor & other stakeholders
- No budget constraint to execute approved work plans.

Weaknesses:

- Interference of board on various internal NEP+ programmatic, administrative, and governance issues without sufficient study (the Board has modified the structure several times, without the knowledge of the organization, the position of the auditor was upgraded to department level. There was also a case where a board member interfered resource allocation in one regional network).
- Frequent changes in NEP+'s leadership (Executive Directors). The leadership is not strong to take appropriate actions when irregularities occur in the organization
- Work environment is not conducive
- No staff development program in place
- Leakage of office confidentiality
- The ED has high work load
- Weakness in developing global & local resource mobilization strategies. Over the last 3 years the revenue of the organization had irregularities (see Chart 2)
- Limitations in conducting regular and supportive supervision and reaching to all constituents. There is also duplication of work (the M&E from NEP+ and Regional Network go to the same field simultaneously)
- Weak documentation of good practices.
- Although the organization mobilizes big resources, procurement is done by a driver
- There is no career structure

Chart 1
Income & Expenditure 2014-2015



Opportunities:

- The government policy is favorable for NEP+.
- Government is committed to support NEP+;
- Existence of policies and legislation related to HIV/AIDS
- Some donors are still ready to provide fund for NEP+ to fight HIV;
- NEP+ has community acceptance.

Threats:

- Global perspective towards HIV is decreasing. There are less donors now. There is budget cut by donors for fighting HIV;
- Government role in fighting HIV not intensive;
- Number of new HIV positives is growing.

4. Proposed Organizational Structure

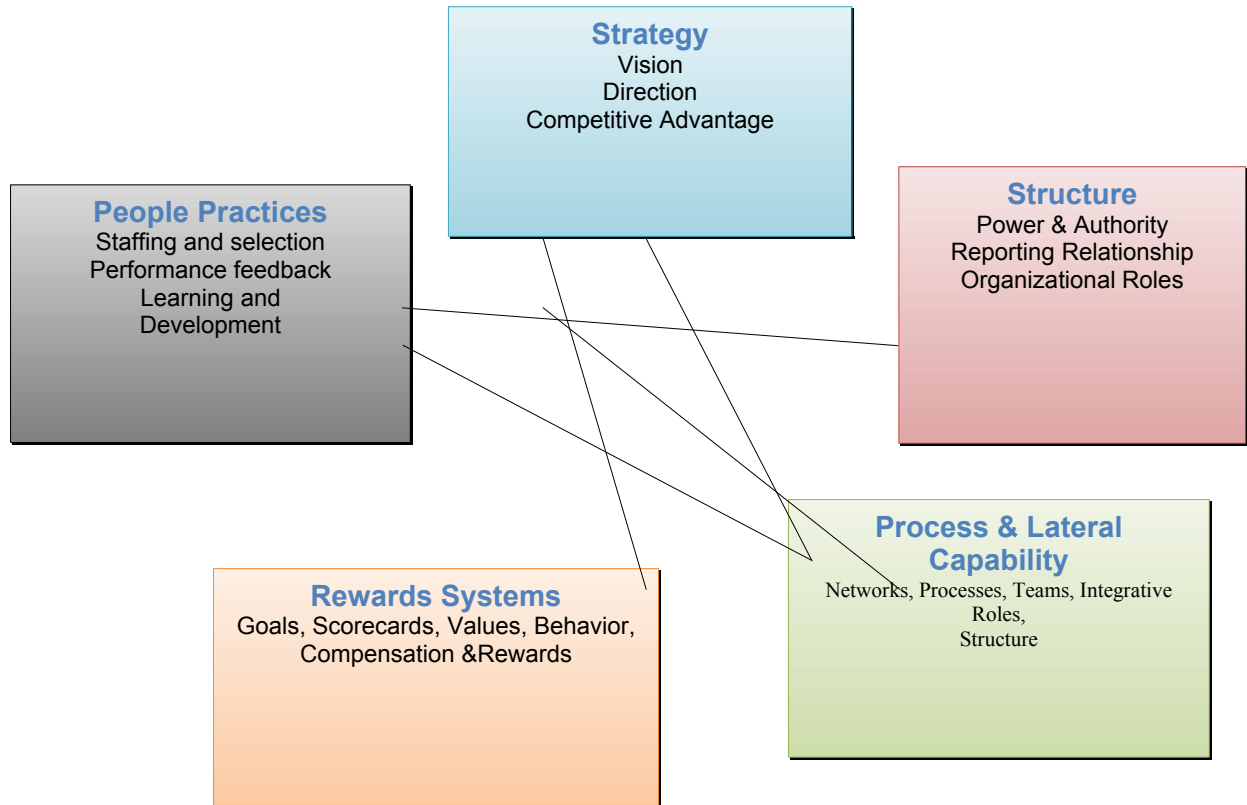
4.1 Organizational Design

Organization Design is the deliberate process of configuring structures, processes, reward systems, and people practices and policies to create an effective organization capable of achieving the business strategy. The organization design process and its outcome, however, are much broader than rearranging the boxes on the organization chart.

The star model (Chart 3) is a framework for thinking holistically about the five major components of an organization design. Each point on the star model represents a major component of

organization design. The structure, processes, rewards, and people practices all support the strategy.

Chart 2: Star Model



The organizational structure should determine where formal power and authority are located. It comprises the organizational components, their relationships, and hierarchy. Typically, Departments/ services/work units are formed around functions, and then configured into a hierarchy for management and decision-making purpose. As important as the structure itself are the roles within the structure. A key part of the design process is defining the responsibilities of each organizational component and clarifying how they are intended to interrelate.

The revised organizational structure of NEP+ would help to ensure efficiency, clarity of responsibilities, and reasonable span of control, teamwork and smooth coordination of activities, reduce duplication of efforts, enhance participatory management, contribute to the achievement of NEP+'s strategic objectives (strategic plan 2016-2020) and then obtain harmony of organizational units.

To meet the above mentioned objectives and optimize the arrangement for conducting the affairs of the business, it is necessary, as far as circumstances allowed to:

- Clarify the overall purposes of the organization-the strategic thrusts that govern what it does and how it functions;
- Define as precisely as possible the key activities required to achieve that purpose;
- Group these activities logically together to avoid unnecessary overlap or duplications;
- Provide for the integration of activities and achievements of cooperative effort and teamwork in pursuit of a common purpose;
- Build flexibility into the system so that organizational arrangements can adapt quickly to new situations and challenges;
- Provide for the rapid communication of information throughout the organization;
- Define the roles and functions of each organizational unit so that all concerned know how it plays its part in achieving the overall purpose;
- Clarify individual roles, accountabilities and authorities;
- Design jobs to mark the best use of skills and capacities of the job holders and to provide them with high levels of intrinsic motivation;
- Plan and implement organization development activities to ensure that the various processes within the organization operate in a manner that contributes to organizational effectiveness.

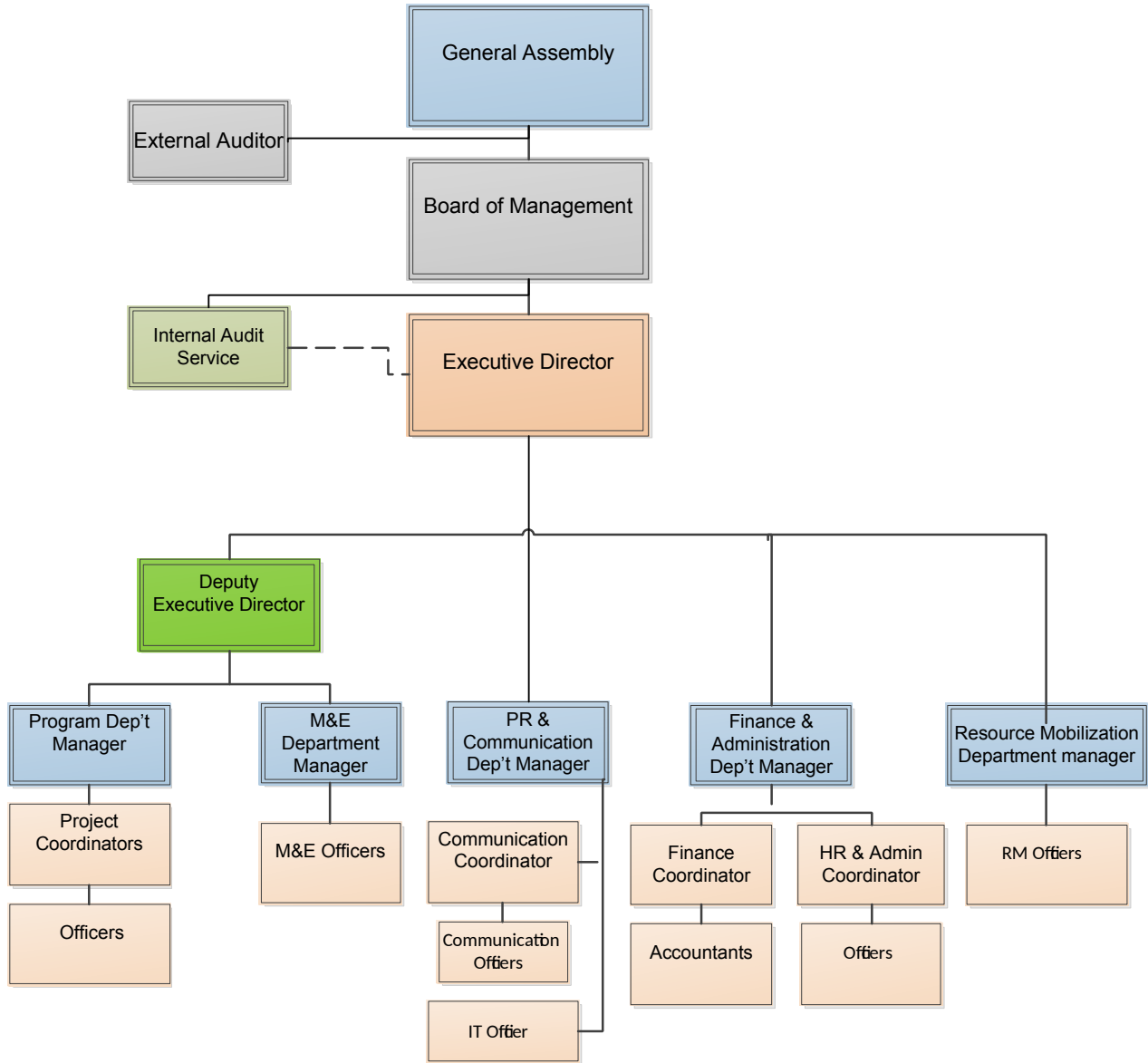
4.2 General Features of the Proposed Structure

In line with the above objectives three options of organogram were proposed. The general features of the new structure are described as follows:

- The new structure is simple and lean;
- Focus is given to the implementation of the strategic issues. Therefore, the most essential positions are considered in the proposed structure.
- The Internal Audit Service will directly report to the Board and to the ED. This will strengthen the Independence of the Internal Audit.
- To motivate staff and promote succession plan, career structure is considered (For example: Driver I, Driver II, Project Officer, Sr. Project Officer; Accountant, Sr. Accountant).

After evaluating the advantages and disadvantages of each proposed option, NEP+ adopted the structure that would fit its current situation and future expectations.

Chart 3 Proposed Organizational Structure



5. Governance

5.1 The General Assembly

The General Assembly (GA) is the supreme power of NEP+. It's constituted from representatives of 12 member's networks, with 4 representatives selected from among association members through the regional networks. They are 48 in number. This General Assembly meets annually and may call for extra ordinary meeting if necessary to decide on policy matters.

5.2 The Board of Management

Subordinate to the GA is the Board of Management (Board) entrusted with the role of formulating governing operational policies and procedures. The NEP+ Board is comprised of 15 members (1 representing each constituency member regional networks) one national network of PLHIV associations and 3 from partner government organizations.

5.3 The Secretariat

Headed by the Executive Director (ED), the secretariat of NEP+ is an organ entrusted with managing the day to day operations of the organization and the overall program implementations. The Secretariat has 32 staff members.

The NEP+ structure is composed of 11 regional networks (nine from regional states and two cities) and one network of women PLWHIV. The NEP+ constituencies do have similar structure (GA, Board and secretariats) at all levels.

6. Duties & Responsibilities of Functional Units of NEP+

This section presents duties and responsibilities of the functional units based on the new Organizational Structure. The staffing plan for the forwarded structure is depicted in Annex 1. All the listed positions may not be filled at a time. They would be recruited when the need arises. When the operation of the organization expands, the ED can recruit additional staff as required.

The job specifications are described in Annex II, while the detail duties and responsibilities of individual employees are described in the Job Descriptions (in a separate document).

6.1 The Executive Director's Office

The Executive Director (ED) is the principal executive officer and legal representative of NEP+. Under the overall direction and guidance of NEP+'s Board of Management, the ED shall have the following powers and duties:

- Represent NEP+ before any court and administrative/executive organs of the state or may appoint a lawyer to represent him/her;
- Plan, organize direct, co-ordinate and monitor the day-to-day activities of NEP+.
- Signs bank cheque opened in the name of the organization;
- Implement decisions passed by the general assembly and the board;
- Prepare work plans, budgets, and policies of NEP+ and present to the Board, implement same when approved;
- As per the Memorandum of NEP+ design and implement fund-raising strategies;
- Employ, administer, promote or dismiss employees in accordance with the rules and regulations stipulated in the HR and Admin Manual of NEP+;

- Ensure that appropriate system of books of accounts are maintained, revenue and expenditure are correctly and timely recorded and kept and are accessible to the auditor;
- Carry out such other functions that may be assigned to her/him in the by-law of NEP+ and by the Board.

6.2 Deputy Executive Director

The Deputy Executive Director (DED) is accountable to the Executive Director. Duties and responsibilities of the DED include:

- Prepare short, medium and long term activity plan and budget for the Office in collaboration with the concerned units;
- Support all programs that NEP+ is managing with specific supervisory responsibilities for the timely and effective implementation of all programs in line to the strategic plan;
- Ensure that Project Management Processes exist for planning, monitoring and evaluation of all aspects of the project;
- Provide backup support to ED with regard to the coordination and linkage of all programs/projects and will assist in the development of a wider strategy;
- Work with staff and partners to help to identify new programme opportunities that are consistent with NEP+ priorities, and support the ED to bring those opportunities to realization;
- Perform other tasks that can contribute for the sustainability of the NEP+'s activities.
- Prepare periodic activity report and submit to the ED.

6.3 Program Department

The Program Department Manager is accountable to the DED. Duties and responsibilities of the Department include:

- Coordinate the regional networks and promote partnership and collaboration and resolve conflicts;
- Co-ordinate and compile strategic as well as annual plans and programs and conduct periodic monitoring and evaluation;
- Train member networks in business skills and provide them support to involve in different income generating activities;
- Assists the member networks in project formulation and appraises projects/programs proposals on HIV/AIDS submitted to NEP+ for accessing delegated fund of donors;
- Develops capacity building plan (TOT, workshops, conferences, study tours and provide support) to members as needed;
- Identify researchable agendas together with other functional units and conduct research activities;
- Prepares periodic activity report and submit to the DED.
- Carry out such other functions that may be assigned by the DED.

6.4 Planning, Monitoring, Evaluation and Reporting Department

The Department will be accountable to the DED and shall have the following duties and responsibilities:

- Plan, organize, direct, coordinate, control and supervise the monitoring and evaluation of operations of NEP+;
- Organize and coordinate the collection, compilation, consolidation and analysis of data to prepare the short and long term plans of NEP+;
- Prepare annual operational plans of NEP+ by consolidating plans of each work unit based on the target set by Management;
- Adapts methodologies and instruments for participatory monitoring and evaluation and participate in their implementation, through among other things, the development of indicators and monitoring plans, and the facilitation of participatory review and reflection processes;
- Monitor and evaluates the execution of plans and reports discrepancies to the DED;
- Establish and ensure better data management system and coordinate the proper and timely evaluation of operation and impact assessment in view of meeting the predetermined objectives;
- Establish appropriate data management system and facilitate/coordinate the proper and timely evaluation of operations and impact assessment to ensure the realization of intended programme outcomes of the organization;
- Prepare periodic activity reports of the service and submit to the DED;
- Carry out such other functions that may be assigned by the DED.

6.5 Finance and Administration Department

The Finance and Administration Department is accountable to the ED and shall have the following duties and responsibilities:

- Plan organize, direct, co-ordinate, control and supervise personnel administration, human resources development, procurement of materials, general services as well as financial and budgetary activities of the Organization;
- Formulate and recommend to management coherent strategies, policies, procedures, manuals and guidelines for human resource management, accounting, procurement, repair and maintenance of vehicles, and follow-up their proper implementation, after approval by the Board;
- Ensure that recruitment, promotion, transfer, termination, disciplinary matters are executed in accordance with regulations and directives of NEP+ and Labour Law of the country;
- Ensure that employee grievances are duly investigated and final decisions are given promptly.
- Ensure that the deposit of collections, and disbursements of funds are made timely and in accordance with recognized practices as stated in the Financial/Accounting Policy and Procedures manual;

- Advice and assist management in matters related to administrative, human resource development and financial services;
- Ensure the maintenance of NEP+'s official accounting records in conformity with generally accepted accounting principles and practices;
- Authorize various payments in accordance with approved budget and directives given by the ED and the existing policies and procedures;
- Design and use sound internal financial control system to safe guard assets, records and documents of the organization;
- Ensures that grants are implemented in compliance with regulatory, funding agency and policy requirement
- Ensures the development of system and policy on grant administration and monitors its implementation;
- Ensure that Global Fund financing or procurement, including the monies and assets disbursed or purchased, are used solely for the purposes set out in the approved grant proposal and in accordance with the Grant Agreement under which they were disbursed,
- Analyze financial statements of NEP+ and partners and identify problem areas, takes remedial action where necessary and makes appropriate recommendations to the ED;
- Gives assistance to the technical staff in the development of multi-year budget;
- Prepare and review annual budget, and analyze variance in the budget along with narrative description of budgetary implementation;
- Analyze financial statements and advises the ED and DED on its implication together with possible course of action;
- Consolidate financial statements, and timely provide accounting information to external auditors;
- Ensure that financial reports are sent to donors timely and accurately;
- Prepare periodic activity reports (monthly, biannual and annual reports) and submit to the ED;
- Carry out such other functions that may be assigned by the ED.

6.6 Resource Mobilization Department

The Resource Mobilization Department is accountable to the ED and shall have the following duties and responsibilities:

- Identifies and prepares donor profiles and their requirements;
- Establishes contacts, relationships and networking with local and international donor agencies, NGOs, etc. to solicit support and broaden the source of base of the organization;
- Develop resource mobilization strategy and enhance fundraising skills of NEP+ and its members;
- Plan and undertake domestic resource mobilization activities;
- In cooperation with the respective departments formulates project proposals and submits to donors for funding;
- Devices a system to attract, create, and sustain new resources, especially in the local business community in Ethiopia;

- Plans special events, for fundraising activities (example, the organization sells tickets to a social event, concert, or sports tournament; sell crafts, T-shirts with NEP+ logo,);
- Collaborates with concerned units in the development of fund raising activities;
- Advices management on fund raising issues;
- Performs other duties as assigned by the Executive Director.

6.7 PR and Communications Department

The PR and Communication Department is accountable to the ED. Duties and responsibilities of the Department include:

- Internal communication
 - ✓ Coordination of internal communication including procedures in establishment of inter departmental communication system and regularly follows the practice in alignment with the established system and facilitates corrective measures whenever the system is violated.
 - ✓ Facilitation of regular awareness enhancement programs for internal staff on NEP+'s major organizational activities and achievements using different tools like posting articles on notice board, direct mailing, intra net communication, publishing newsletters/periodicals, through preparing regular staff meetings and so on.
 - ✓ Ensure in house publications are delivered to all staff through direct distribution.
 - ✓ Coordinate/Execute internal crisis management whenever dispute arise through dialogues, meetings and the like mechanisms
- PR/External communication
 - ✓ Establish & Coordinate procedural external communication , follow up the communication is done based on the established external communication system
 - ✓ Execute regular update on NEP+'s programs, events, progress, relationship with GO & NGO, NEP+'s contribution to the national strategies and efforts etc...
 - ✓ Printing, production of regular programmatic & overall updates on NEP+ through print, audio and other electronic media
- Advocacy/relay the voice of PLHIVs regarding the nationally coordinated HIV/AIDS related issues including provision of services, in fighting stigma and discrimination, the realization of GIPA principles.
- Prepares periodic activity report and submit to the Executive Director.

6.8 Internal Audit Service

The Internal Auditor will be accountable to the Board and ED and shall have the following duties and responsibilities:

- Performs audit in a professional manner and in accordance with Generally Accepted Auditing Standards;
- Conduct periodic financial and operational audits at NEP+ and Regional Networks and projects levels following acceptable auditing principles and procedures, and present internal audit reports to the Board and the ED;

- Audit the operations, accounts and financial records, review and verify financial statements, check and verify the accuracy and veracity of payments, transactions, receipts and records;
- Reviews and ensures the effectiveness of internal control system in place and the adequacy of procedures and guidelines in safeguarding organizational assets, achieving efficiency and economy in operations, and compliance with organization and government regulations, and activity results;
- Ensure a system of internal control, organize annual and periodic physical inventory, ensure that the procurement of goods and services is made in accordance with proper procedures, assist and advise the Board and the ED; in verifying financial matters;
- Prepare periodic activity reports of the service and submit to the Board and the ED;
- Carry out such other functions that may be assigned by the Board and the ED.

This Organizational Structural Policy and Procedures Manual shall come into effect from 1 August 2017

Approved by _____

	Name	Signature
Title	NEP+ Board Chairperson	

ANNEXES

Annex I: Staffing Plan

Work Unit	No.	Job Title
1. Executive Director's Office	1	Executive Director
	2	Executive Secretary
1.1 Internal Audit Service	1	Manager, Internal Audit Services
	2	Sr. Internal Auditor
	3	Internal Auditor
2. Deputy Executive Director	1	Deputy Executive Director
2.1 Program Department	1	Manager, Program Department
	2	Project Coordinator (I,II)
	3	Index Case Testing Officer
	4	Project Officers (I,II)
2.2 M &E Department	1	Manager, M&E Department
	2	Sr. M&E Officer
	4	M&E Officer
	5	Jr. M&E Officer
3. Finance & Admin. Department	1	Manager, Finance & Administration Department
	2	Finance Coordinator
	3	Grant Officer
	4	Sr. Accountant
	5	Accountant
	6	Junior Accountant
	7	Cashier/Accountant
	8	HR & Administration Coordinator
	9	Admin Assistant
	10	Driver/Purchaser
	11	Storekeeper
	12	Driver/Mechanic
	13	Driver (I,II)
	14	Liaison/Messenger
	15	Guard
4. Resource Mobilization Department	1	Manager, Resource Mobilization Department
	2	Sr. Resource Mobilization Officer
	3	Resource Mobilization Officer
5. PR & Communications Department	1	Manager, PR & Communication Department
	2	Communications Coordinator
	3	Communication Officer
	4	IT Officer

Annex II: Job Specification & Grading

NO.	Job Title	Educational Level	Year of Service	Job Grade
1	Executive Director	MBA/MSc. Degree in Management, Health, Development or related	12	12
2	Deputy Executive Director	MBA/MSc. Degree in Management, Health, Development or related	10	11
3	Manager, Program Department	MA/MSc or BA/BSc in Social Science, Development or related field	8/10	10
4	Manager, Finance & Administration Department	MBA/BA Degree in Accounting, Management or related	8/10	10

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5	Manager, Resource Mobilization Service	MA/MSc or BA/BSc Degree in Management, International Relations, Sociology, or other related fields	8/10	10
6	Manager, PR & Communication, Department	MBA/BA Degree in Public or International Relations, Journalism, Sociology or other related field	8/10	10
7	Manager, M&E Department	MA/MSc or BA/BSc Degree in Economics, Sociology, Statistics or other related fields	8/10	10
8	Manager, Internal Audit Service	ACCA, CIA, MA/BA Degree in Accounting or related field	8/10	10
9	Project Coordinator II	MPH/MSc/MBA/BSc in Social Science, Development or related field	7/9	9
10	Finance Coordinator	MBA/BA Degree in Accounting or related field	7/9	9
11	HR & Administration Coordinator	MBA/BA Degree in Management, Supplies Management or related fields	7/9	9
12	PR/Communication Coordinator	MA or BA/BSc Degree in journalism/communication and related field	7/9	9
13	Project Coordinator I	MPH/MSc/MBA/BSc in Social Science, Development or related field	6/8	8
14	Sr. Project Officer	MBA/MSc or BA/BSc Degree in Business Management, Health or related fields	4/6	8
15	Sr. M&E Officer	MSc/BSc Degree in Economics, Statistics or related fields	4/6	8
16	Sr. Resource Mobilization Officer	MSc/MBA, BSc/BA Degree in Public or International Relations, Sociology or other related discipline	4/6	8
17	Sr. Internal Auditor	MA/B.A. Degree in Accounting	4/6	8
18	Index Case Testing Officer	MSc or BA/BSc Degree in Psychiatry, Psychology or related field	4/6	7
19	Project Officer	MBA/MSc or BA/BSc Degree in Business Management, Health or related fields	2/4	7
20	Resource Mobilization Officer	MSc/MBA, BSc/BA Degree in Public or International Relations, Sociology or other related discipline	2/4	7
21	Grant Officer	MBA/BA Degree in Finance, Accounting, Management or related field	2/4	7
22	Internal Auditor	B.A. Degree in Accounting	4	7
23	M&E Officer	BSc in Economics, Statistics or other related field	4	7
24	Communication Officer	BA in English or related field	4	7
25	IT Officer	BSc/Diploma (Level 3) in Information or Computer Science or related field	4/6	7
26	Sr. Accountant	BA in Accounting or related field	4	7
27	Accountant	BA/Diploma (Level 3) in accounting or related fields	2/4	6
28	Executive Secretary	BA/Diploma (Level 3) in Secretarial Science, Business Administration, or related	2/4	6
29	Jr. M&E Officer	BSc/Diploma (Level 3) in Economics, Statistics or related fields	2/4	6
30	Driver/Mechanic	Diploma (Level 2) in Auto mechanic	4	5
31	Admin Assistant	BA/Diploma (Level 3) in Management /Secretarial Science or related	0/2	5
32	Driver/Purchaser	Diploma (Level 3) in Management and 3 rd grade driving license	2	5
33	Cashier /Accountant	Diploma (Level 3) in Accounting/	2	5

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34	Driver II	10 th /12 th Grade complete or equivalent and 3 rd grade driving license	4	4
35	Storekeeper	Grade 12/10 complete	2	4
36	Driver I	10/12 th Grade complete or related and 3 rd grade driving license	2	3
37	Liaison/Messenger	10 th // 12 th Grade Complete	1	2
38	Office Attendant	10 th Grade Complete	1	1
39	Guard	10 th Grade Complete	1	1